

Disrupt, or be Disrupted



ICMIF Biennial Conference 2017

Practical Futurist @AndrewGrill

**52% of the Fortune 500
firms since 2000 are gone**

FINANCIAL TIMES

THURSDAY 24 AUGUST 2017

WORLD BUSINESS NEWSPAPER

UK (2.70) Channel Islands £3.00, Republic of Ireland €3.00

Wrong grown-up

Why Jeff Immelt should steer clear of Uber — BROOKE MASTERS, PAGE 11

Spoils of war

How Isis is sustaining its sources of finance — BIG READ, PAGE 7



French resistance

Brigitte Macron's role runs into opposition — NOTEBOOK, PAGE 10

Euro climbs to 8-year high against pound

The euro continued to close the gap with sterling yesterday, marking its strongest level against the pound in eight years following positive economic data in the eurozone. The European currency rose above 92 pence, with some market watchers predicting there would be parity with the pound before the UK leaves the EU. The euro has rallied more than 10 per cent from a low for the year of 83 pence in April.

In contrast to the improving eurozone economy, Britain's economic outlook remains fragile, while analysts say the possibility of a leadership challenge to Theresa May at the 'Conservatives' annual conference in October has also fuelled investor concerns.

Currencies page 26

Path to parity
Euro against the pound



WPP hit by ad spending squeeze as digital disruption gathers pace

◆ Sales alert rocks shares ◆ Sorrell warns of 'fundamental' change ◆ Fears spread to rivals

ALIYA RAM

A big drop in marketing spending from some of the world's largest consumer

includes sales at units WPP has recently acquired, grew 0.5 per cent at constant currency rates to £5.8bn, down from 3.6 per cent in the first quarter.

were dragged down by the WPP disclosure, with rivals Publicis falling 5 per cent and Omnicom down more than 6 per cent in late New York trading.



Jerry's ice cream and Dove soap, and P&G, which owns Gillette razors, have said they will cut marketing budgets. Both are clients of WPP, whose Ogilvy &

Briefing

► **Labour to oppose Heathrow runway**
Aides to Jeremy Corbyn have told the FT that the party leadership is almost certain to vote against a third runway, raising doubt over the parliamentary arithmetic needed for the measure to pass. — PAGE 1

► **Northern ire overshadows May visit**
Regional leaders have accused the government of treating the north with contempt as an escalating dispute over transport spending overshadowed a rare visit by Theresa May to the region. — PAGE 1

► **Google to offer check for depression**
The internet group has changed the way it responds to searches for information on depression and will invite users to check if they are depressed by using a clinically validated questionnaire. — PAGE 10

► **Rudd seeks data on foreign students**
The home secretary has commissioned the first probe into the impact of international students, in a bid to build bridges with universities after years of visa curbs. — PAGE 3



► **North Sea vessel woes dent EnQuest**
Shares in the indebted oil explorer have fallen more than 9 per cent after it cut production forecasts because of teething problems with a vessel used at its key Kraken field in the North Sea. — PAGE 18

► **Trump renews NAFTA withdrawal threat**
The US president has used a Phoenix rally in which he returned to some favourite campaign themes to revive a threat to pull out of the trade agreement just days after renewed talks began. — PAGE 5

► **Echoes of Yukos amid Rosneft court win**
The Russian state-run oil giant has won a \$2.5bn battle against a private group over oil assets, in a dispute that has drawn parallels with the probe and expropriation of Yukos over a decade ago. — PAGE 6

Datavatch

#ICMIFConf2017

Deutsche boss calls for 'revolutionary spirit' as robots take jobs

John Cryan says 'big number' of bank employees will lose their roles to automation



John Cryan, chief executive of Deutsche, at the Handelsblatt banking summit in Frankfurt on Wednesday © Bloomberg

Watch the CEO video
digital.link/deutsche-bank-CEO

Who can predict the future?



Watch the video

digital.link/arthur-c-clarke

Practical Futurist

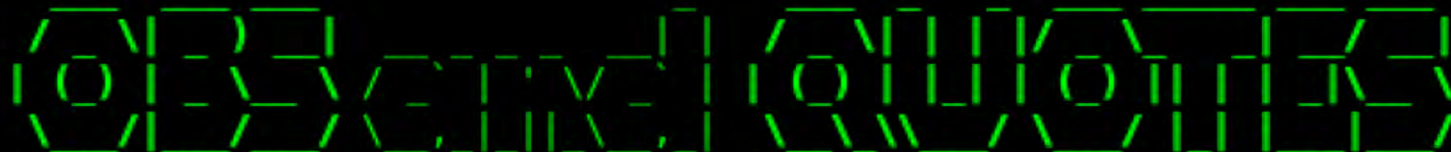
My Digital credentials







Monochrome (1.101w 07-May-08) (Last on Wed May 14 13:36)



New streamlined layout! **Easier to use!** New files! **Extra exclamation marks!**

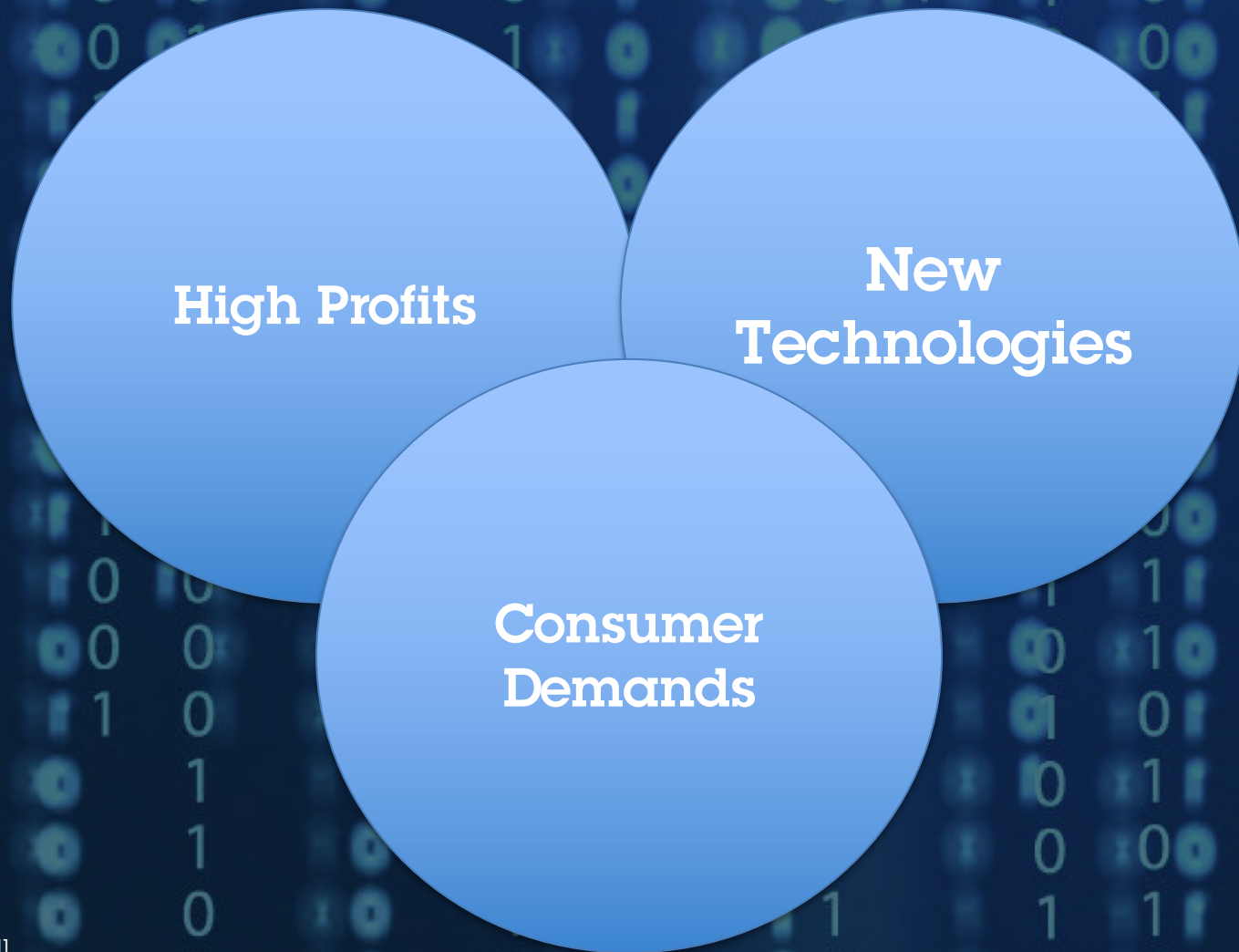
~~~~~ archon ~~~  
Menu [ESC] = Utilities (inc. Talker & **EXIT**)

**You don't use ssh. Booo!** Menu [I] = Help and **I**nformation on Monochrome

**Welcome to  
the new  
version of  
Monochrome!  
(version 1.101w)**

Menu [N] = **N**ews and Media  
Menu [T] = Science, **T**echnology and Medicine  
Menu [E] = Entertainment  
Menu [C] = Society and **C**ulture  
Menu [R] = **R**ecreation  
  
Menu [M] = **M**onochrome Users

# Why disruption happens



**High Profits**

**New  
Technologies**

**Consumer  
Demands**

amazon.com<sup>®</sup>

**Watch the Warren Buffett Video**  
**[digital.link/warren-buffett-amazon](https://digital.link/warren-buffett-amazon)**

# The Disruptors

A photograph of a line of yellow taxis parked on a city street. The taxis have signs on their roofs that say "TAXI BLACK CABS" and "TAXI YELLOW CABS". A large red circle with a diagonal slash through it is superimposed over the image, indicating prohibition or negation. The text "World's largest taxi company owns no vehicles" is written in white over the image.

**World's largest taxi company  
owns no vehicles**

# Uber files appeal on loss of London operating licence

“fastFT





**World's largest accommodation  
provider owns no real estate**

# London housing crisis may be fuelled by long-term Airbnb letting, landlords body suggests



**William Turvill**

I am City A.M.'s chief City reporter, mainly covering banks, Brexit, M&A and dea [...] [Show more](#)





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@Asher\_Wolf

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This is a hotel. You're building a hotel.

**Financial Times** ✓ @FT

Airbnb is partnering with a real estate developer to build its own branded apartments  
[on.ft.com/2z2G1Xs](https://on.ft.com/2z2G1Xs)

10:12 PM - 12 Oct 2017

9,698 Retweets 32,821 Likes



218



9.7K



33K



A grid of 12 media logos is displayed on a dark blue background. The logos are arranged in three rows and four columns. A large red circle with a diagonal slash (a prohibition sign) is superimposed over the entire grid. The logos include: 9 NEWS, 60 MINUTES, A CURRENT AFFAIR, THE X-30 REPORT, Today, today tonight, SUNRISSE, 7 NEWS, THE FOOTY SHOW, sky NEWS BUSINESS, abc NEWS, and YouTube.

**World's largest media producer  
owns no movie theatres**

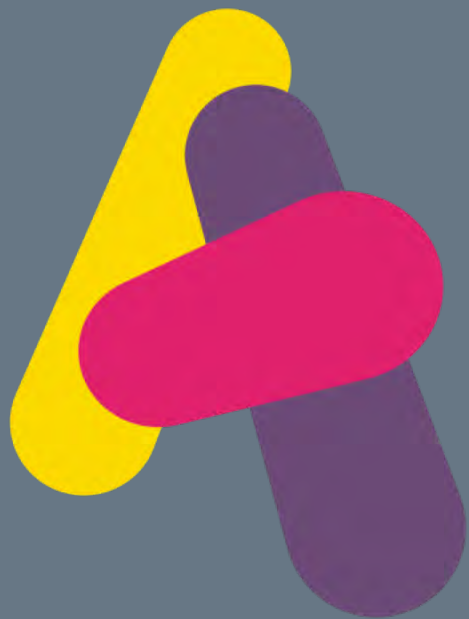
# Meet the new disruptors

Lemonade

Watch the Lemonade Video  
[digital.link/lemonade-app](https://digital.link/lemonade-app)

tröv

**Watch the Trov Video**  
**[digital.link/trov-app](https://digital.link/trov-app)**



Atom bank

**Watch the Atom Video**  
**[digital.link/atom-bank](https://digital.link/atom-bank)**

Disruption is hard

# UK challenger banks shy away from current accounts market

Lenders say strict regulation and high costs are stifling their ability to expand



A delivery cyclist wearing a white helmet and a teal jacket is riding a bicycle on a city street. A large teal delivery bag with the 'deliveroo' logo is mounted on the back. The background is blurred, showing cars and city buildings, suggesting motion. The text 'Gig Economy' is overlaid in the center.

# Gig Economy

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# Startup Advice from World Class Experts

VERIFIED EXPERT

Kate Kendall

Founder and CEO of CloudPeeps. Created The Fetch.

Fundraising

Marketplaces

Social Media Marketing

Email Marketing

Community Building





**Whole Industries are  
being disrupted**

32%

of the  
Australian  
economy

SHORT FUSE, BIG BANG

LONG FUSE, BIG BANG

33%

of the  
Australian  
economy



17%

of the  
Australian  
economy

SHORT FUSE, SMALL BANG

LONG FUSE, SMALL BANG

18%

of the  
Australian  
economy

32%

of the  
Australian  
economy

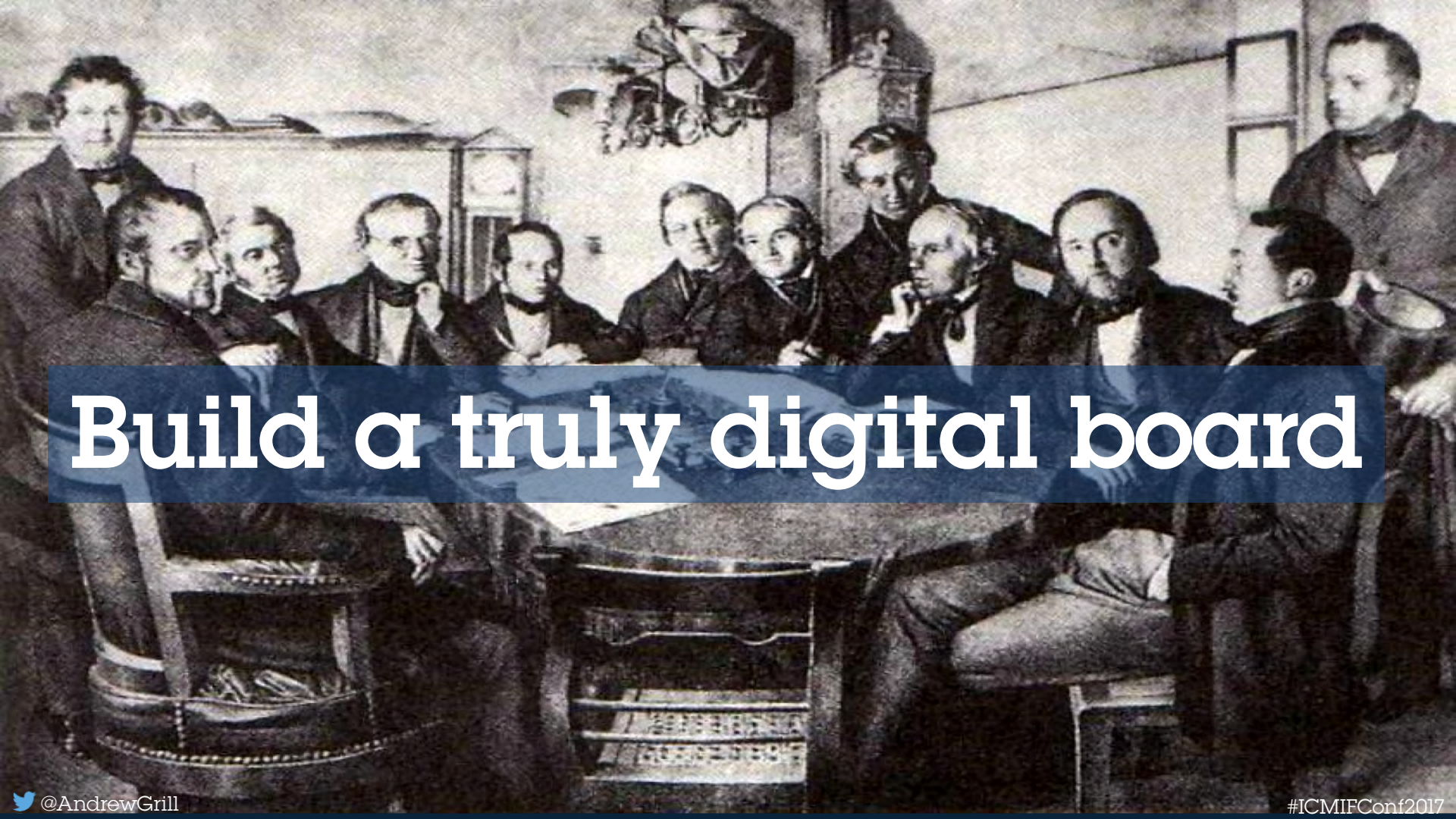
SHORT FUSE, BIG BANG



# Disrupt vs Innovate?

A diverse group of smiling people of various ages and ethnicities, including a woman with curly hair in a yellow top, a man with glasses in a light blue shirt, a woman with long dark hair in a blue top, a man with short dark hair in a striped shirt, a woman with blonde hair in a light blue top, a man with short dark hair in a blue polo shirt, and a woman with long dark hair in a grey blazer. The background is a solid light blue.

# Digital Diversity



Build a truly digital board



Build a truly digital board

# Digital Lens

A hand holds a camera lens in the center of the frame. The lens is black with a silver-colored mount. Through the lens, a scenic view of a blue lake, green mountains, and a blue sky with white clouds is visible. The background of the entire image is a blurred version of this same scene, creating a sense of depth and focus on the lens.



# Think like a start-up



# Small innovation teams



# Collaboration culture

The image shows a collaborative workspace where a team is brainstorming agile practices. The wall is divided into five main sections, each with a title on a piece of paper:

- PRE:** Includes sticky notes about 'PERSONAL MOTIVATION', 'EXPECTATION', and 'TEAM SPIRIT'.
- PLANNING:** Includes 'GROUP MOTIVATION', 'DELEGATION', 'SCHEDULING', and 'METRICS OF SUCCESS'.
- PLATFORM:** Includes 'GROUP HUBBIE', 'ACCOUNTABILITY', 'FORMAT/STRUCTURE', and 'REWORKING FEEDBACK'.
- EXECUTION:** Includes 'CASE GROUP INTERACTION', 'GROUP DYNAMIC', 'OFFLINE', 'DROP OFF/RETENTION', 'CONTENT', and 'TOOLS'.
- SUCCESS:** Includes 'MEASUREMENT FEEDBACK', 'COMMITMENT', and 'ENGAGEMENT'.

Many other sticky notes with handwritten notes are scattered across the wall, representing specific ideas and tasks. The text 'Get Agile' is prominently displayed in the center of the image.



rise

In partnership with



#ICMIFConf2017

# Aviva opens 'digital garage' in technology push

Insurer invests in technology to harness big data analytics to help boost productivity





A photograph of four young adults (three women and one man) sitting together and smiling, taking a selfie with a smartphone. The man on the right is holding the phone up. They are all dressed in casual, contemporary clothing. The background is slightly blurred, showing what appears to be an indoor setting with some colorful elements.

# Millennials



**Andy Simpson**

Co-Founder @ Hinterview

I'm consistently amazed how many applications I receive from university graduates looking for their FIRST EVER taste of paid work.

To reach your early twenties and have never experienced the feeling of spending money you've earned yourself is both dismal and sad (in both senses of the word)

By the time I left uni, I had 12 paid jobs under my belt:

# Leaders for a digital transformation

It can be mission-critical for companies to consider the traits, competencies, and drivers of the talent—in-house and external—that will help create their digital future.



# Going-Digital



# Born-Digital

**“To get digital you  
need to be digital”**

Blockchain Smart Contracts UX  
Quantum 2FA Agile Cognitive  
Computing FinTech  
AI Ethereum DevOps  
InsureTech Big Data Growth Hacking  
Hybrid Cloud AR IoT

A blue-toned graphic featuring a wireframe chain. Three callout boxes are connected to the chain by lines. The top-left box shows a house icon and some text. The top-right box shows a classical building icon and some text. The bottom-left box shows a multi-story building icon and some text. The word "Blockchain" is written in large white letters across the center of the chain.

# Blockchain

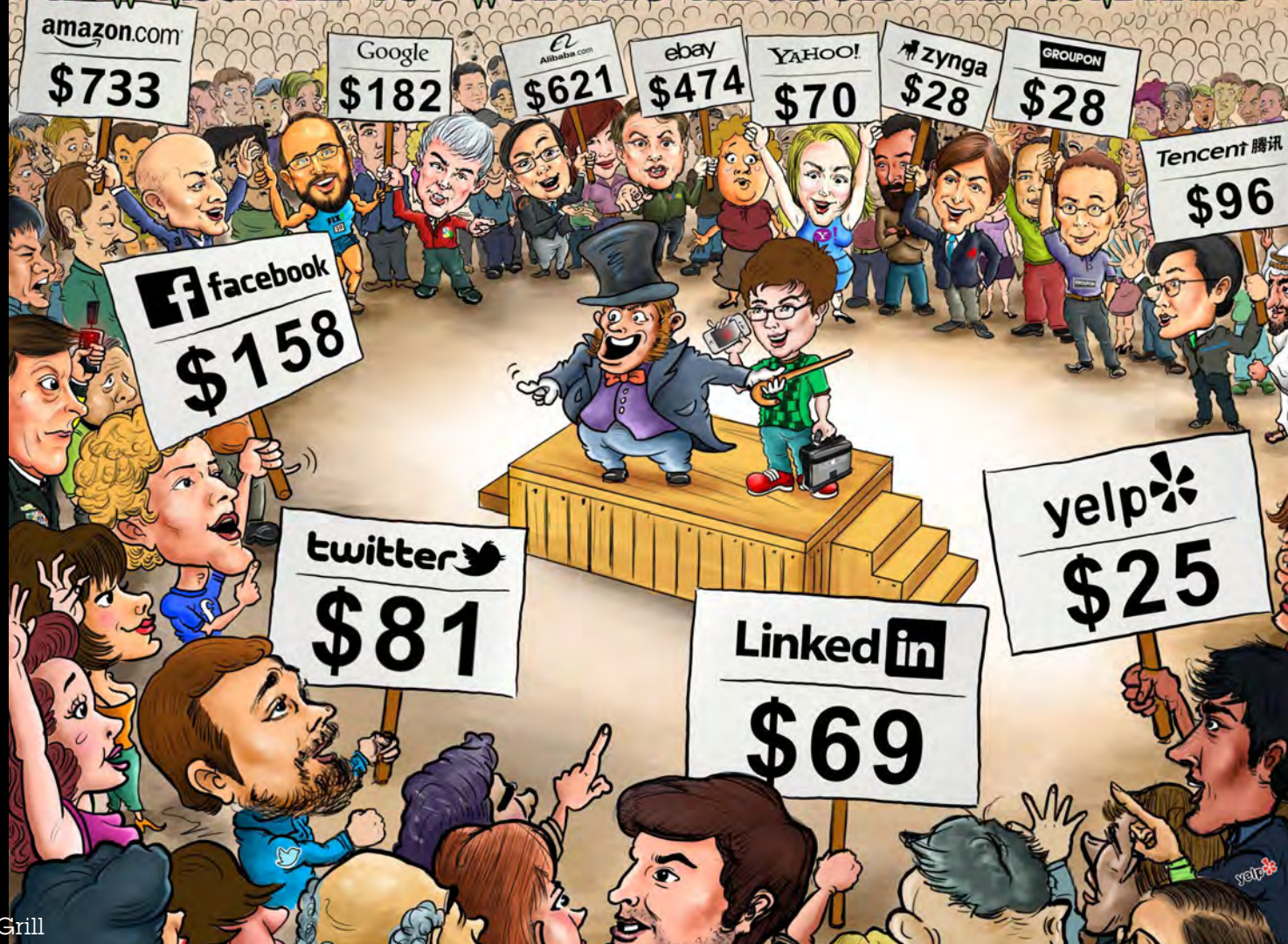


# General Data Protection Regulation

WHY DO YOU GET THAT LOOK  
WHENEVER WE TALK ABOUT  
GDPR COMPLIANCE?



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# Things for next week

A formation of red jets flying in a blue sky, leaving white smoke trails. The jets are arranged in a V-shape, with one jet at the top and several others following in a line below it. The text "Disrupt! or be disrupted ..." is overlaid in the center of the image.

**Disrupt!**  
**or be disrupted ...**



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